


Manual: Board of Directors

Title:	PERFORMANCE REVIEW CHIEF OF STAFF AND PROFESSIONAL ADVISORY COMMITTEE CHAIRPERSON	No.: CA-430
Section:	Evaluation Process	Effective date: 2022-06-21
Issued by:	Board of Directors	Date of last revision: 2021-06-22
Approved by:	Board of Directors <u>Denis M. Pelletier, Acting Chairperson</u> 	Approved on: 2022-06-21
Facility/Program:		

PURPOSE

1. To measure the performance of the Chief of Staff and Professional Advisory Committee (PAC) Chairperson using the performance review and development plan (see copy attached) based on the annual objectives approved by the Board of Directors (the “Board”).
2. To provide feedback from the Board to the Chief of Staff and PAC Chairperson to clarify expectations regarding their duties and support them in their professional development.

POLICY

1. The Performance Review and Development Committee, made up of the Chairperson of the Board and President and CEO, is responsible for implementing the annual process to review the performance of the Chief of Staff and PAC Chairperson.
2. The Chairperson and President and CEO, in consultation with the entire Board, conduct an annual review of the performance and development of the Chief of Staff and PAC Chairperson. Thus, the contribution of the Chief of Staff and PAC Chairperson to the Network’s objectives for the year ending is evaluated through a thorough process and officially documented.
3. The performance review and development process provides an opportunity to acknowledge the performance of the Chief of Staff and PAC Chairperson and develop organizational priorities collaboratively for the year starting in order to improve strategic planning and support the Chief of Staff and PAC Chairperson. The Board evaluates performance and development diligently based on the following:

- Chief of Staff
 - o Responsibilities of the Chief of Staff as described in the By-Laws (B.13.5)
 - o Performance review and development plan
 - o Board policies

- PAC Chairperson
 - o PAC's terms of reference
 - o Performance review and development plan
 - o Board policies

Tool

The Chief of Staff and PAC Chairperson performance review and development tool will be used [Appendix CA-430 (1)].

Evaluation process

1. The performance of the Chief of Staff and PAC Chairperson is evaluated annually based on the fiscal year. The current year evaluation will end no later than at the end of the first quarter following the year ending.
2. The Board officially delegates this duty to the Board Chairperson and President and CEO. The committee ensures that all members of the Board take part in the review process during the acceptance and evaluation phases of the performance review and development plan.
3. The committee evaluates the performance of the Chief of Staff and PAC Chairperson using the performance review and development plan as established at the start of the year. The committee reports to the entire Board on the evaluation and asks Board members for comments on the performance of the Chief of Staff and PAC Chairperson. These comments are added to the evaluation of the Chief of Staff and PAC Chairperson.
4. The Board can from time to time carry out an evaluation factoring in the opinion of internal and external stakeholders.

Responsibilities and time frames

Activity	Persons Responsible	Deadline
a) The Chief of Staff and PAC Chairperson develop a draft performance review and development plan to obtain comments from the Performance Review and Development Committee.	<ul style="list-style-type: none"> • Chief of Staff • PAC Chairperson 	<ul style="list-style-type: none"> • April

Politique/Procédure N° : CA-430

<p>b) The Performance Review and Development Committee validates the performance review and development plan and consults all Board members for input.</p>	<ul style="list-style-type: none"> • Performance Review and Development Committee 	<ul style="list-style-type: none"> • April
<p>c) The Chief of Staff and PAC Chairperson develop the performance review and development plan further to comments received and submit the plan to the Performance Review and Development Committee for approval.</p>	<ul style="list-style-type: none"> • Chief of Staff and Performance Review and Development Committee • PAC Chairperson and Performance Review and Development Committee 	<ul style="list-style-type: none"> • May
<p>d) The Chief of Staff and PAC Chairperson conduct a self-assessment at mid-year and meet the Performance Review and Development Committee to discuss progress and make the necessary adjustments to the performance review and</p>	<ul style="list-style-type: none"> • Performance Review and Development Committee and Chief of Staff • Performance Review and Development Committee and PAC Chairperson 	<ul style="list-style-type: none"> • September
<p>e) The Chief of Staff and PAC Chairman present and submit an end-of-year self-assessment to the Performance Review and Development Committee.</p>	<ul style="list-style-type: none"> • Chief of Staff • PAC Chairperson 	<ul style="list-style-type: none"> • Late March early April
<p>f) The Performance Review and Development Committee meets with the Chief of Staff and PAC Chairperson and evaluates their performance during the year ending.</p>	<ul style="list-style-type: none"> • Performance Review and Development Committee and Chief of Staff • Performance Review and Development Committee and PAC Chairperson 	<ul style="list-style-type: none"> • April

g) The Performance Review and Development Committee reports to the Board of Directors and gathers comments. The Committee finalizes the evaluation with the President and CEO.	<ul style="list-style-type: none">• Performance Review and Development Committee and President and CEO	<ul style="list-style-type: none">• May
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------

Supersedes:	Zone 1: _____ Zone 4: _____	Zone 5: _____ Zone 6: _____
--------------------	--------------------------------	--------------------------------

Vitalité Health Network

Performance Review and Development Plan

**Chief of Staff or Professional Advisory Committee
(PAC) Chairperson**

Evaluation form components

Vitalité Health Network's Chief of Staff or PAC Chairperson Performance Review and Development Plan is structured so as to ensure that goals and objectives are clearly identified, success measurements are realistic, attainable and manageable, and results are monitored over time. This is the implementation phase of a performance review model.

The objectives may include organizational objectives as well as team and personal objectives. The objectives set are expected to be communicated to other leaders, managers, and staff members of the Network.

The form is divided into three parts: work objectives, behavioural competencies, and future orientations.

- A) **Part I:** The work objectives are related to the specific, measurable and tangible activities required to meet the needs and strategic and operational priorities of the Network. Accountability and fundamental responsibilities described in the Chief of Staff's and PAC Chairperson's position description are the underlying expectations related to the work. The work objectives set in the evaluation are considered as objectives that are basic and exceeding requirements to fulfill accountability and fundamental responsibilities.
- B) **Part II:** The behavioural competencies are the behaviours expected of executives, directors and managers and they are listed in the LEADS program of the Canadian College of Health Leaders.
- C) **Part III:** The future orientations provide an opportunity to review the performance strengths and possibilities and they generate a prioritization mechanism for management staff [*during the mid-year and end-of-year evaluation (completion of Part A)*].

The objectives for the year and fundamental themes for interests related to leadership were identified, in collaboration with the Board of Directors, further to the business plan and annual plan and based on the position profile.

When establishing objectives, it is important to ensure that they can be managed by the Chief of Staff or PAC Chairperson. It is understood that the Network's capacity to meet the objectives set may depend on environmental and economic factors. In such case, the objectives in question would be reviewed and possibly revised for the target period in the plan.

Performance review system

The review is conducted at the end of the year only.

- **Exceeds expectations (A)** – The executive has met the work objectives set and shown the desired behavioural competencies; he or she always surpassed the expectations of the Board of Directors. The executive performed his or her work in an extremely professional, responsible and wise manner. He or she made a consistent and significant contribution to the organization.
- **Is above expectations (B)** – The executive has met the work objectives set and shown the desired behavioural competencies; he or she often surpassed the expectations of the Board of Directors. The executive performed his or her work thoroughly and diligently. He or she made a significant contribution to the organization regularly.
- **Meets expectations (C)** – The executive has met the work objectives and shown the behavioural competencies expected by the Board of Directors. The executive was competent in his or her work and made a trustworthy contribution to the organization.
- **Does not meet expectations (D)** – The executive did not meet the work objectives and did not show the behavioural competencies expected by the Board of Directors. His or her performance and general contribution cause concern to the organization.

Name of Chief of Staff or PAC Chairperson:	Date:
--------------------------------------------	-------

PART I – Performance Review Work Objectives						
Leadership	Success Measures (Notes and Environmental/Economic Factors)	Completion as at August 31, xxxx	Completion as at March 31, xxxx	Comments, if any	Evaluation: A, B, C or D (see page 2)	
					Self- assessment	Performance Review and Development Committee
	•					
Strategic operations						
	•					
External relations						
	•					
Work Relations with the Board and its Committees						
	•					

Part I: Evaluation of Work Objectives	
Additional comments:	
Result of work objectives:	

PART II – Performance Review					
LEADS Behavioural Competencies to Be Assessed					
Competency	Definitions	Executive’s comments	Line executive’s comments	Potential evaluation: A, B, C or D (see page 2)	
				Self-assessment	Performance Review and Development Committee
Leads self	<ul style="list-style-type: none"> • Is aware of own self-assumptions, values, principles, strengths and limitations • Takes responsibility for own performance and health • Actively seeks opportunities and challenges for personal learning, character building and growth • Models qualities such as honesty, integrity, resilience and confidence 				
Engages others	<ul style="list-style-type: none"> • Supports and challenges others to achieve professional and personal goals • Creates engaging environments where others have meaningful opportunities to contribute and ensures that resources are available to fulfill their expected responsibilities • Listens well and encourages open exchange of information and ideas using appropriate communication means • Facilitates environments of collaboration and co-operation to achieve results 				

<p>Achieves results</p>	<ul style="list-style-type: none"> • Inspires vision by identifying, establishing and communicating clear and meaningful expectations and outcomes • Integrates mission/organizational values and reliable, valid evidence to make decisions • Acts in a manner consistent with the organizational values to yield effective, efficient public-centred service • Measures and evaluates outcomes, holds self and others accountable for results achieved against benchmarks and corrects the course as appropriate 				
<p>Develops coalitions</p>	<ul style="list-style-type: none"> • Creates connections, trust and shared meaning with individuals and groups • Facilitates collaboration, co-operation and coalitions among various groups and approaches aimed at improving services • Employs methods to gather information, encourages open exchange of information, and uses quality evidence to influence action throughout the system • Is politically astute, negotiates through conflict, and mobilizes support 				

Transforms systems	<ul style="list-style-type: none"> • Thinks analytically and conceptually, questions and challenges the status quo to identify issues, solve problems, and design and implement effective processes across systems and stakeholders • Creates a climate of continuous improvement and creativity aimed at systematic change • Scans the environment for ideas, best practices and emerging trends that will shape the system • Actively contributes to change processes that improve health service delivery 				
---------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--	--	--

Part III: Future Priorities Proposed by the Line Executive Following the Year-End Evaluation	

Authorization and Approval	
Comments from the Chief of Staff or PAC Chairperson:	
Signature of the Chief of Staff or PAC Chairperson:	Date:
Chairperson of the Board of Directors:	Date: